

RFP 5-55
SECTION ONE
GENERAL INFORMATION AND REQUESTED PRODUCTS/SERVICES

1.1 INTRODUCTION

The Indiana Department of Administration (IDOA), acting on behalf of the Indiana Family and Social Services Administration's (FSSA) Division of Mental Health and Addiction, requires expressions of interest from respondents to serve as primary contractors to operate and manage one or more of fourteen (14) Local Prevention Services Coalitions and provide community-based direct substance abuse, gambling prevention services, and promote mental and physical health for youth. Youth are eligible who are at least 10 years of age and in the fifth grade through youth aged 14 who are in the eighth grade, within a defined service area in the state of Indiana. Members of coalitions, traditionally referred to as “subcontractors”, will provide activities from a selection of model/evidence based programs for youth and information and activities in the homes of their families. It is the intent of IDOA to solicit responses to this Request for Proposals (RFP) in accordance with the statement of work, proposal preparation section, and specifications contained in this document.

1.2 DEFINITIONS AND ABBREVIATIONS

Following are explanations of terms and abbreviations appearing throughout this RFP. Other special terms may be used in the RFP, but they are more localized and defined where they appear, rather than in the following list.

Acceptance: The designated period following completion of operating and managing a Local Prevention Services Coalition. During the acceptance period, the State will evaluate all features and performance of operating and managing a Local Prevention Services Coalition.

Afternoons R.O.C.K.: An after-school substance abuse prevention program that promotes mental and physical health through evidence based programs and strategies. **Recreation.Object. Lessons. Culture and Values. Knowledge**

Capitated Rate: A set of fixed fees (often referred to as flat rate) that the Division of Mental Health and Addiction pays on enrollment to eligible Direct Prevention Service Programs for each youth enrolled.

Certified Prevention Professional: A prevention professional who has met the education and experience requirements for designation as a Certified Prevention Professional (C.P.P.) by the Indiana Association of Prevention Professionals, Inc (IAPP).

Coalition: Afternoons R.O.C.K. cohorts are a group of paid specialists and volunteers that come together for the purpose of reducing substance abuse for a specific age group of children in specific grades. These groups come together to promote mental and physical health.

Coalition Support: Coalitions receive \$8 per youth enrolled for coalition support. These funds shall be used for training in evidence based programs, purchase of evidence based programs, and consumables for evidence based programs. The allotment of \$8 does not include the costs of field trips, program administration costs, and program staff salaries and wages.

Cohort: A group of youth who enter a direct prevention services program on the same date, at a single location, and who progress through the program as a group. If a subcontractor has more than one program location, they will have multiple cohorts, at least one per location, even if youth start and stop on the exact same date.

Collaborating Member Agency: A youth-serving agency that has agreed to participate in a Local Prevention Services Coalition by providing or contributing to direct prevention services by serving as a "contractor", "subcontractor" or as a "volunteer collaborating organization."

Contractor or Primary Contractor: The governmental or incorporated entity that enters into a contract with DMHA to manage and coordinate a Coalition on behalf of the collaborating member organizations of the Coalition.

Center for Substance Abuse Prevention (CSAP): The Center for Substance Abuse Prevention (CSAP) is the sole Federal organization with responsibility for improving accessibility and quality of substance abuse prevention services. The Center provides national leadership in the development of policies, programs, and services to prevent the onset of illegal drug use, underage alcohol and tobacco use, and to reduce the negative consequences of using substances.

Defined Service Area: A predefined geographic area with a minimum of approximately 10,000 targeted youth, consisting of one or more counties in Indiana, and served by a single "Local Prevention Services Coalition."

Direct Prevention Services Program (or Services Program): A Direct Prevention Services Program is a structured series of activities providing continuing services to "participating youth" from a specified "target audience" over a period of time sufficient to produce a predictable impact upon substance-using behavior. This should be operationally defined as providing at least 40 contact hours over at least 15 different days, over a time frame of at least six weeks (programs providing longer or more contact hours are encouraged). A direct prevention service program may be operated by a subcontractor or by a primary contractor itself.

Division of Mental Health and Addiction (DMHA): The Indiana Family and Social Services Administration, Division of Mental Health and Addiction -- the funding agency for this RFP.

Fiscal Officer: The professional member of the "Contractor's" staff who assumes responsibility for the fiscal management, accounting, and financial obligations of the contract. The fiscal officer often is a "treasurer" or "comptroller" of an organization. The fiscal officer may not also serve as the program director.

Focused Prevention: Includes at minimum one model/evidence based program or strategy from a designated menu provided by DMHA. Most focused prevention activities will include written

materials, active student involvement, and some degree of formal instruction. Focused Prevention shall include at least one model/evidence based program or strategy.

Full-Time Equivalent (FTE): The percentage of an employee's work hours that are devoted solely to the funded project. For purposes of this RFP, 100% FTE shall comply with the general employment policies of the contractor, but shall consist of no fewer than 37.5 hours per week, and no fewer than 215 work days per contract year (after deduction for vacations, holidays, sick days, and other paid days away from work).

IAC: The Indiana Administrative Code

Indiana Association of Prevention Professionals (IAPP): Association that provides training and credentialing for prevention professionals in the State of Indiana.
www.preventionprofessionals.org

IC: The Indiana Code

Impact Objective: A program objective that describes a terminal, planned behavior that is a desired outcome. For example: No use of gateway drugs by the end of the program. It usually specifies a targeted maximum rate of prevalence of the use or consequence.

Implementation: The successful installation of operating and managing a Local Prevention Services Coalition as specified in the contract resulting from this RFP.

Indiana Prevention Resource Center: (IPRC): The Indiana Prevention Resource Center at Indiana University, DMHA's prevention technical assistance contractor.

Installation: The delivery and physical setup of products or services requested in this RFP.

Joint Bid: When more than one company submits a proposal in order to be contracted in the RFP process (The State does not allow joint bids).

Local Prevention Services Coalition (or Coalition): A group of at least six independent, service-providing organizations that collaborate under contract to provide substance abuse prevention services to targeted youth within a "defined service area." Each Coalition is coordinated by a "Contractor" that manages and coordinates the activities of the Coalition.

Moderate Risk Youth: Youth who are at average or moderate risk are susceptible to the development of future substance abuse problems or problem gambling by virtue of the influence of personal, family, and community risk factors. They may include non-users, those who have experimented with substance use, or may be infrequent or casual substance users, but do not include regular users, or substance abusers or substance dependent or pathological gamblers, as defined in DSM-IV. They do not include youth needing extensive counseling, intervention, or treatment strategies.

Outcome Objective: A program objective that describes an intended program outcome

measuring a behavior or characteristic related to risk and/or protective factors. It specifies a targeted rate of terminal behavior by the participating youth.

Paper and Pencil Measurement: A written measurement instrument, such as a quiz, worksheet, or checklist that measures participant success at meeting the minimum level of mastery of a program component.

Participating Youth: Youth who are members of a program's target audience, and who are enrolled in a "Direct Prevention Services Program." "Participating Youth" must include a minimum specified number of "Targeted Youth," and may include other youth in the target audience who do not qualify as "targeted youth." [Note: DMHA funding levels are set based upon the number of "targeted youth" who complete a program, regardless of the number of "participating youth."]

Primary Contractor: The agency that receives a contract to manage a coalition in a Defined Service Area (DSA) and provide prevention services.

Process Objective: A program objective that describes an intended activity or process to be conducted by a Coalition or a Services Program. It specifies a targeted accomplishment of the contractor or Services Program.

Products: Tangible goods or manufactured items as specified in this RFP.

Program Director: A full-time prevention professional who serves as coordinator of a Local Prevention Services Coalition, and who provides technical assistance and oversight for the funded Direct Prevention Services Programs offered by the Coalition. A "Program Director" must possess the Certified Prevention Professional (C.P.P.) designation from the Indiana Association of Prevention Professionals, Inc.

Program Profile: An electronic form describing a Direct Prevention Services Program. The program profile must be approved before a Direct Prevention Services Program can begin. Each profile shall clearly describe the responsible agency (subcontractor or contractor itself), all collaborating member agencies, a description of the specific target audience for the Services Program, a one-to-two paragraph needs statement, a one to two paragraph rationale for selecting the proposed strategies, a program outline and description of proposed activities, a set of program objectives (process, impact, and outcome) and a proposed budget.

Program Supervisor: A prevention professional who provides direct, on-site supervision on a daily basis for a "Direct Prevention Services Program," and who provides direct prevention services to participating youth. A "Program Supervisor" must possess the Qualified Prevention Professional (Q.P.P.) or Certified Prevention Professional (C.P.P.) designation from the Indiana Association of Prevention Professionals, Inc., or attain such recognition within 120 calendar days of hiring.

Project Director: The management member of the "Contractor's" staff who assumes executive approval and project oversight responsibilities for the contract, including approval of personnel

and purchasing decisions. The project director may not also serve as the program director.

Proposal: An offer as defined in IC 5-22-2-17.

Protective Factor: A personal, family, or community characteristic that, alone or in combination with other factors, tends to decrease the likelihood of, or protect against, a youth's involvement with alcohol, tobacco, and/or other drugs. Prevention programs should be designed to enhance the influence of protective factors on participating youth.

Qualified Prevention Professional: A prevention professional who has met the education and experience requirements for designation as a Qualified Prevention Professional (Q.P.P.) by the Indiana Association of Prevention Professionals, Inc.

Respondent: An offeror as defined in IC 5-22-2-18.

Risk Factor: A personal, family, or community characteristic that, alone or in combination with other factors, tends to increase the likelihood of a youth's involvement with alcohol, tobacco, and/or other drugs. Prevention programs should be designed to mitigate the influence of risk factors on participating youth.

Services: Work to be performed as specified in this RFP.

Social Indicator: An official record or measurement made by a neutral, outside party (usually an official government agency, school, or social services agency) that can be used to measure participant behaviors. It is a means of measuring program outcomes or impact.

State agency: As defined in IC 4-13-16.5-1

- A) An authority, board, branch, commission, committee, department, division, or other instrumentality of the executive, including the administrative department of state government.
- B) An entity established by the general assembly as a body corporate and politic.
- C) A state educational institution.

Subcontractor: A youth-serving agency that is a member of a Local Prevention Services Coalition and has subcontracted with the Coalition's primary contractor to manage and coordinate a "Direct Prevention Services Program" for a particular "target audience."

Successfully Completing a Direct Prevention Services Program: Attendance by a participating youth in 80% of the regularly scheduled program sessions of a direct prevention services program and completion of all required data collection and evaluation documents. For example: In a 16 day program 80% attendance would calculate to 12.8 days of attendance. This should be properly rounded to 13 days. This means the youth is absent 3 days. A direct prevention services program may, at their discretion, allow a participating youth who attends at least 60%, but less than 80%, of the regularly scheduled program sessions to participate in make-up sessions that will allow the youth to "successfully complete", the program. The make-up sessions must include the activities covered in any "focused prevention activity" session missed by the participating youth.

Supportive Prevention Activity: A prevention activity that may be structured or unstructured and that indirectly addresses alcohol, tobacco, or other drug use by mitigating risk factors or enhancing protective factors. Supportive prevention activities may include skill building, recreation, academic support, and social skills developing activities. Each Direct Prevention Services Program shall offer at least six (6) supportive prevention activities for participating youth. Upon registration in the Services Program, the youth and parent/guardian in consultation with program staff will create an individualized prevention plan and shall select at least two (2) supportive prevention activities, based upon the youth's needs and interests.

Targeted Youth: Age 10 and in at least the 5th grade through 14 years old and in a grade no higher than eighth and at moderate risk.

Target Audience: An entire specified group of 10 years of age and in the fifth grade through 14 years of age and in the 8th grade, defined by some unique characteristic, such as residence in a particular geographic area, membership in a particular organization or ethnic group, or attendance at a particular school.

Vendor: Any successful respondent selected as a result of the procurement process to deliver the products and services requested by this RFP.

Volunteer Collaborating Organization: A youth-serving agency that is a member of a Local Prevention Services Coalition and has agreed in writing to donate specified services, or provide services at a specified cost to a "Direct Prevention Services Program," and/or to the "Coalition" itself.

1.3 PURPOSE OF THE RFP

This RFP solicits expressions of interest from respondents to serve as primary contractors to operate and manage one or more of fourteen (14) existing Local Prevention Services Coalitions. The direct substance abuse and gambling prevention services are for youth who are at least 10 years of age and in the fifth grade through youth aged 14 who are in the eighth grade, within a defined service area in the state of Indiana. Contractors will be responsible for managing and operating the new and/or existing coalitions of local prevention service providers who deliver direct prevention services to eligible youth within a prescribed geographic area. Tasks to be performed include: recruiting and training of coalition service providers and staff, management of recordkeeping for all programs within the defined service area, collection and reporting of evaluation results, monitoring and records review of each direct prevention services program, preparation and submission of required documentation, and payment of capitated rate reimbursement to each subcontractor in accordance with DMHA policies. Reimbursement will be made on a prescribed capitated rate basis. Minimum staffing requirements include: Certified Prevention Professional (CPP) credential for the primary contractor's program director and Certified Prevention Professional (CPP) or Qualified Prevention Professional (QPP) credential for the subcontractor's program supervisor. Credentialing is attained through the Indiana Association of Prevention Professionals (IAPP). Contract awards will be made for a one-year term beginning July 1, 2005; with two annual renewals and the possibility of one annual extension, contingent upon performance and the availability of funds.

In 1997, the State of Indiana, through the Division of Mental Health and Addiction (DMHA), refocused its efforts to prevent alcohol, tobacco, and other drug problems, in order to make those efforts more effective in reducing the prevalence of those problems in the state, and to reduce the fiscal and personal costs associated with substance abuse. The Division is committed to increasing the benefits that its funded prevention activities provide to Indiana residents. This was accomplished by re-focusing its community-based prevention efforts to reduce overlap with school based efforts and to concentrate its efforts on that segment of the population most likely to initiate use and abuse in the next four years, and whose behaviors are most likely to be affected by proven prevention strategies – ten (10) years of age and in the fifth grade through youth 14-years of age and in the eighth grade at average or moderate risk of developing substance abuse problems. To that end, the Division established a network of fourteen "Local Prevention Services Coalitions," operated and managed by contractor(s), which coordinate "Direct Prevention Services Programs," in a defined service area.

Each contractor is responsible for operating and managing a Coalition of Direct Prevention Services Programs in its defined service area. The selected contractor will be expected to manage the existing Coalition and recruit new collaborating member agencies in each county in its defined service area to implement Direct Prevention Services Programs in accordance with the specifications set forth by the Division of Mental Health and Addiction in the document, "Specifications for Local Prevention Services Coalitions and Direct Prevention Services Programs in Indiana" (www.drugs.indiana.edu). The Coalition consists of at least six independent, service-providing organizations that provide direct substance abuse prevention services to targeted youth within the defined service area. In order to implement these Direct Prevention Services Programs, the contractor is required to enter into subcontracts with at least five other organizations, and to collaborate with other "volunteer collaborating organizations" that will provide assistance, materials, and/or services to the Direct Prevention Services Programs.

The selected contractor(s) will provide fiscal oversight, reporting, technical assistance, and coordination for the members of the Coalition. The selected contractor(s) will implement an evaluation process specified by the Division of Mental Health and Addiction to evaluate the processes, outcomes, and impacts of each Direct Prevention Services Program and of the Coalition, and to prepare related reports and documentation. The following is a list of the fourteen Defined Services Areas (DSAs) and the county(s) in each DSA.

Defined Service Areas:

| | |
|---------|---|
| Area #1 | Lake County |
| Area #2 | Porter, LaPorte, Starke, Pulaski, Jasper, and Newton Counties |
| Area #3 | St. Joseph, Elkhart, Marshall, and Kosciusko Counties |
| Area #4 | LaGrange, Steuben, Noble, DeKalb, Whitley, and Allen Counties |
| Area #5 | Fulton, Miami, Wabash, Blackford, Grant, Jay, Huntington, Wells, and Adams Counties |
| Area #6 | Benton, White, Cass, Carroll, Clinton, Tippecanoe, |

| | |
|----------|--|
| | Warren, Fountain, and Montgomery Counties |
| Area #7 | Howard, Tipton, Boone, Hamilton, and Madison Counties |
| Area #8 | Delaware, Henry, Rush, Franklin, Fayette, Union, Wayne, and Randolph Counties |
| Area #9 | Marion County |
| Area #10 | Hendricks, Morgan, Johnson, Shelby, and Hancock Counties |
| Area #11 | Vermillion, Parke, Putnam, Clay, Vigo, Sullivan, Greene, Knox, and Daviess Counties |
| Area #12 | Owen, Monroe, Brown, Bartholomew, Decatur, Jennings, Jackson, Lawrence, Martin, and Orange Counties |
| Area #13 | Posey, Gibson, Pike, Dubois, Vanderburgh, Warrick, Spencer, and Perry Counties |
| Area #14 | Crawford, Harrison, Floyd, Clark, Washington, Scott, Jefferson, Switzerland, Ohio, Ripley, and Dearborn Counties |

Expectations for Response to this Request for Proposals

The proposer shall prepare a response to this Request for Proposals that describes its experience and ability to operate and manage a Local Prevention Services Coalition in a defined service area. The response shall clearly identify the defined service area the proposed contractor proposes to serve. A proposer may submit separate responses for more than one defined service area. Respondents must view the **Outline for Proposal** under section 2.4 of this RFP for a list of all required documentation for each proposal.

The response shall demonstrate an understanding of the prevention needs for the target audience residing in the designated service area, and the ability to comply with the specifications found in this RFP.

The response shall document consultation with the Local Coordinating Council and the Step-Ahead Council established in each county in its designated service area. The response shall describe a plan to assure coordination with existing school-based and community-based prevention programs, to avoid duplication of efforts or activities, and to minimize gaps in local prevention services.

Each response shall be consistent with "Specifications for Local Prevention Services Coalitions and Direct Prevention Services Programs in Indiana." It is expected that all responses will be limited to direct prevention services for the Coalition's target audience. Responses that propose services for individuals not in the Coalition's target audience or for Direct Prevention Services Programs that include focused prevention activities or supportive prevention activities not on the DMHA list of proven prevention strategies will be considered non-responsive. It is the Division's intention to provide funding only for direct prevention services; responses that propose indirect prevention activities, such as mass media and awareness campaigns may be considered non-responsive.

It is expected that each response shall propose activities to serve the number of targeted youth in the defined service areas shown in Attachment F, and that a program will be provided in each county/township in the defined service area in appropriate proportions to the percentage of targeted youth residing in the defined service area. It is expected that the proposed request for DMHA funding will be limited to the maximum allocation shown in the table in Section 2.4.2. (Instructions for Completing Proposal) of this RFP, and that the response describes the extent of non-DMHA funding.

Minimum Requirements for Contractors

1. Each Contractor (or Primary Contractor) shall be a governmental or incorporated entity with the demonstrated ability to manage state government contracts. If the contractor is not a governmental entity subject to audit by the State Board of Accounts, the contractor shall have financial records audited annually by an external accounting firm. Upon selection, each Contractor shall submit a management plan acceptable to DMHA.
2. Each Contractor must demonstrate sufficient cash flow and financial resources in order to manage coalitions, pay vendors, and pay coalition service providers with a cost reimbursement contract.
3. Each Contractor shall designate a single "project director," who shall have ultimate management responsibility for the contract; a "fiscal officer," who shall maintain fiscal records and reports; and a "program director," who shall be a full-time prevention professional who serves as coordinator of the Coalition, and who provides technical assistance and oversight for the Direct Prevention Services Programs offered by the Coalition. Three separate individuals shall hold these three positions.

Minimum Performance Standards for Contractors

Attachment D contains the specifications for Direct Prevention Services Programs in Indiana. In addition to those requirements in Attachment D, each contractor shall meet all of the required tasks within this RFP.

1. Each contractor shall assure the Division of Mental Health and Addiction that all financial reporting and documentation requirements will be followed.
2. Each Contractor shall provide adequate staffing and resources to operate the Coalition, that shall include, at a minimum, a program director assigned to the Coalition on a 100% full-time equivalent (FTE) basis, and a program assistant, assigned to the Coalition on a 100% FTE basis. A contractor may provide additional staffing for the Coalition, provided that all such staffing paid from contract funds be in direct proportion to the fraction of each staff member's FTE to the total remuneration paid to the staff member. No more than 10% FTE of the project director's remuneration may be paid from contract funds for administrative supervision of the Coalition. If the project director also serves as a direct prevention service provider, and has been designated as a CPP, with the advance approval of DMHA, an additional fractional FTE may be paid from contract funds in proportion to the number of hours spent providing direct prevention services

3. Each Contractor shall assure the Division of Mental Health and Addiction that services programs offered by the Coalition shall comply with the standards set by the Division, shall be limited to the proven prevention strategies approved by the Division, and shall assure DMHA that it is understood that payment will be received only for those youth in the program's target audience. The certified program director, or other paid professional staff member of the contractor who has earned the CPP designation, must conduct at least one site visit to each direct prevention services program for each cohort of youth for which funding is sought. These site visits must be conducted on dates when focused prevention activities are scheduled, and a written report of each site visit shall be provided to DMHA with the required monthly service report.

4. Awardees of this contract are expected to make contact with previous coalition service providers and determine continued interest.

5. Each Contractor shall develop a collaboration plan for delivery of direct prevention services to targeted youth residing in its defined service area. The collaboration plan shall be based upon a local needs assessment using data from the defined service area, and shall be based upon accepted prevention theory and principles. The plan shall describe the rationale for selecting the proposed Direct Prevention Services Programs, a plan for active involvement of Coalition members, parents, and youth in the decision making processes of the Coalition, a marketing plan for publicizing the Direct Prevention Services Programs to youth and parents and for recruiting participating youth, a transportation plan for assuring youth access to program sites, and an evaluation plan consistent with the specified program objectives.

6. The Contractor shall ensure a minimum of six (6) Program Supervisors are trained in one, evidence based program by September 15th, 2005. Any additional coalition service providers must be trained before providing services.

Online training is available for some of the Center for Substance Abuse Prevention (CSAP) approved, evidence based prevention programs. A Program Director may choose to take online training at the IPRC for a program and documentation of the training must be sent to DMHA. This training must occur before the start of the program. Program Supervisors choosing to take a program's online training may take the training at the IPRC in a group monitored by their Program Director. No designees may be permitted to monitor the online training of Program Supervisors, unless the monitor has been approved by DMHA.

7. Program Director will be required to receive appropriate training to provide local training for evidence based programs as allowed by the model/evidence based program developer and DMHA. Program Director will follow the training format provided by DMHA.

8. Each Contractor shall establish a set of program objectives for the Coalition, including two specified process objectives and four specified impact objectives. Each proposed Services Program shall base its set of program objectives upon the Coalition's program objectives, and each Services Program's program objectives shall include two specified process objectives, two outcome objectives, and four specified impact objectives. The Contractor shall be responsible for collecting all required reporting and data collection forms from each subcontractor and for

collating those forms and forwarding them to DMHA's technical assistance contractor, the Indiana Prevention Resource Center, within 30 days of the required reporting date. Data from these forms will be used to evaluate the Coalition's and each Service Program's progress at meeting its objectives.

9. The Contractor shall be responsible for monitoring each Services Program and for training Services Program staff and volunteers in contract and subcontract requirements. The contractor shall verify that each Services Program is conducting its programs as described in the proposal, and is meeting each of the minimum requirements for direct prevention service programs listed in this RFP.

10. Each program funded under this RFP shall comply with all statutory and regulatory requirements imposed by federal or state agencies having jurisdiction over these programs. Contractors shall be responsible for assuring the compliance of each of their coalition service providers with all program and contract requirements. Each Contractor shall submit monthly service and fiscal reports, six-month evaluation reports, and shall send representatives to required meetings called by DMHA. Each Contractor will serve a pre-determined defined service area, and will utilize a required set of program objectives.

11. The federal enabling legislation that provides the funds for this RFP requires that programs and services funded supplement, and not supplant existing programs. This has been interpreted to require that only new programs or services (or significant capacity expansions of existing programs) can be funded. Funding for existing programs may not be transferred to this RFP, even if the funding for those programs is expiring. All programs funded under this RFP must be new programs and/or services or must provide significant expansions of the enrollment capacities of existing programs, and must not supplant any program existing as of the date on which the original Broad Agency Announcement (BAA 1-53) for this program was released (November 15, 1997).

12. Contractor shall agree to support the Problem Gambling Prevention Initiative of DMHA. Activities may include prevention education, youth activities, and data collection.

13. Primary Contractors are required to run at a minimum one cohort. Program Directors shall demonstrate the delivery of evidence based programs to their coalition during the cohort. The program director may choose to run the cohort in any county/township within their DSA. However, if the DSA has a county/township that is not served the primary contractor shall run the program in that county/township.

14. Primary Contractors must have contract with subcontractor on file before beginning a program.

Minimum Requirements for a Local Prevention Services Coalition

A Local Prevention Services Coalition (or Coalition) is a group of at least six independent, service-providing organizations that collaborate to provide substance abuse prevention services to targeted youth in a "defined service area."

1. Each Coalition will be coordinated by a Contractor that manages and coordinates the activities of the Coalition. Each local prevention services coalition shall consist of a primary contractor and collaborating member agencies that have joined together to deliver a coordinated series of Direct Prevention Services Programs designed to prevent future substance abuse problems among youth ages 10 and the fifth grade through youth age 14 and in the eighth grade residing in the Coalition's defined service area.
2. Each Coalition shall include at least five coalition service providers, and additional volunteer collaborating agencies, in addition to the primary contractor. Each Coalition shall offer at least six "Direct Prevention Services Programs", conducted by coalition service providers or by the primary contractor itself.
3. At least some targeted youth in every county/township in a Coalition's defined service area shall have the opportunity to participate in at least one of the Coalition's Direct Prevention Services Programs. In most cases, it is expected that a Coalition will have at least one subcontractor in each county/township in a Coalition's defined service area; in any event, at least one Direct Prevention Services Program must be provided in every county/township in the Coalition's defined service area.
4. Before a Services Program shall be funded the Coalition must submit to DMHA or its designee, a brief description of each proposed Services Program, including a description of the target audience, projected number of participating youth, a program outline, and a budget for the Services Program. This description shall follow the format prescribed by DMHA. No Services Program may begin prior to approval of the program by DMHA or its designee. DMHA shall not approve any Services Program unless all of the supportive documentation specified in the "Specifications for Direct Prevention Services" is on file with the IPRC.
5. At least six coalition service providers must be trained in one model/evidence based program by September 15, 2005. Additional coalition service providers must be trained before providing services.

The purpose is to manage a coalition that successfully can deliver Afternoons R.O.C.K. in Indiana to youth to reduce substance abuse. New awardees will be expected to make contact with coalition service providers that have provided services in 2004 - 2005. The Indiana Prevention Resource Center is responsible for providing this information. The new awardee has the authority to meet with and review members of the 2004 – 2005 Local Prevention Services Coalition and determine whether to continue a business relationship.

Coalition Management Plan

The success of this RFP contract program depends upon the establishment of bona fide Coalitions that are based upon true collaboration among the members. Pro forma Coalitions that are autocratically run by the Contractor without real participation by other Coalition members are unlikely to succeed. Each proposed Contractor shall develop a detailed management plan describing how the Coalition will be managed, including the roles played by the Contractor, subcontractor, and other collaborating member agencies. The process for collaboration among

Coalition members must be clearly defined and the means of assuring participation of collaborating member agencies in Coalition decision making must be clear. The structure of any committees or advisory panels should be defined, and the means of allowing for participation of youth, parents or guardians, and the general public in setting Coalition goals should be described.

Critical Factors in Reaching Target Audience

The two critical factors responsible for most of the problems in reaching target audiences in some former DMHA funded prevention programs are: (1) lack of participant access to programs due to transportation difficulties and (2) lack of a realistic marketing and recruiting plan.

Coalition Transportation Plan

For many early adolescents, the primary means of transportation are a school bus or a bicycle. While "walking" may be an adequate transportation plan for a neighborhood-based Services Program in an urban area, failure to plan for participant transportation would be a plan for program failure for most Services Programs. To reduce this risk, each proposed Contractor shall develop a detailed plan for assuring that participating youth have access to the Services Programs by assuring that needed services are available to transport participating youth to and from the site of each Services Program. This plan can include such sources as public transportation, school buses, agency vans or buses, or taxi vouchers. The plan should also address the safety of students who walk to the Services Program. Since it is likely that each Services Program's transportation needs are different, the Coalition plan must address the transportation strategy employed by EACH proposed Services Program.

Coalition Marketing & Recruitment Plan

A realistic marketing and recruitment plan is essential to making sure that an adequate number of targeted youth actually enroll in the Direct Prevention Services Programs. Each proposed Contractor shall develop a detailed plan clearly describing the Coalition's plan of marketing its Direct Prevention Services Programs to the target audience. The plan must describe a strategy for informing ALL youth in the target audience about available programs and for actively recruiting the participation of targeted youth and their parents or guardians. The plan should be very specific and should provide detailed plans, rather than general strategies for assuring that the proposed Services Programs enroll and retain the anticipated number of participating youth. The plan must include a strategy for involving local schools and youth-serving organizations in recruiting and referring students, as well as a plan for utilizing mass media, other community organizations such as churches and neighborhood organizations, and other means of informing potential participants and their parents or guardians of the availability of the proposed Services Programs.

Communication patterns and practices in each Indiana community are unique. Traditional mass media may be available in many communities, but others may need to rely upon church bulletins, posters, rural networking, direct mail, and less traditional means of publicity.

In addition to the marketing plans for each Services Program, the Contractor's marketing plan

must include a plan for using the media to recruit additional collaborating member agencies. Each Coalition will be required to document its implementation of the marketing plan, and copies of newspaper clippings, flyers, media releases, and other promotional materials must be retained for inspection by DMHA, or its contractors, at the time of site visits, or upon request.

Evaluation Plan

Each Coalition and each Services Program shall participate in DMHA's Evaluation Plan for the Local Prevention Services Coalitions. Respondents shall refer to Attachment G for a detailed description of the Coalition Evaluation Plan. The Coalitions and Services Programs shall work with DMHA's technical assistance contractor, the Indiana Prevention Resource Center (IPRC) to implement their evaluation plans, and Contractors shall submit monthly program attendance report forms completed by program staff and the anonymous and confidential drug use, problem gambling and other risk survey forms completed by participating youth. Contractors shall also submit six-month summary report forms for outcome objectives evaluation data for each Services Program. All forms from Services Programs shall be submitted to the Coalition's Contractor in a timely manner so that they are received by the Contractor no later than the 15th day of each month. The Contractor shall collate all forms received from each Services Program and shall complete the required summary and transmittal forms and submit them to the IPRC in a timely manner so that they are received by the IPRC no later than the 25th day of each month.

The Division of Mental Health and Addiction shall make determinations of program efficiency and effectiveness based upon the program objectives. For their own local purposes, Coalitions and Services Programs are encouraged to establish additional objectives, but only information on DMHA-required objectives should be submitted to the IPRC for DMHA's assessment of the Coalition's and Services Programs' impact.

Site Visits

A Site Visit is a monitoring process conducted in conjunction with an organization under contract with FSSA/DMHA. The contract is for the purpose of providing a prevention program, Afternoons R.O.C.K. in Indiana, in a Defined Service Area (DSA). The monitoring process should provide a useful tool for management and training by the primary contractor.

A team is composed of a peer prevention program director, a representative from the Indiana Division of Mental Health and Addiction (DMHA), and a prevention specialist from the Indiana Prevention Resource Center (IPRC). The Team participates in the Site Visit with the organization's Program Director, Project Director and other selected staff.

The Site Visit Team reviews the processes and procedures of the host organization. The expected outcome is to find a prevention program that meets the specifications of this RFP and the Program Manual and other documents that are included in the RFP by reference.

The organization provides an orientation to its prevention services, provides relevant management policies and practices and assigns senior staff to participate in the DSA Site Visit.

Contract Requirements

All Coalitions and Services Programs funded under this RFP shall clearly identify in any publication or announcement regarding this program that this program is funded by the Indiana Family and Social Services Administration, Division of Mental Health and Addiction, and is assisted under the Safe and Drug-Free Schools and Communities Act (1994) and/or SAPT Block Grant Funds.

The Contractor agrees to include the following information on all official written materials and/or public announcements: Funding for this program was provided by SAMHSA SAPT Block Grant CFDA 93.959 through F.S.S.A./Division of Mental Health and Addiction or Funded by SAMHSA Block Grant CFDA 93.959 through F.S.S.A./Division of Mental Health and Addiction. Official written materials include, but are not limited to, brochures, billboards, Subcontractor materials, flyers and promotional materials and items. While the statement needs to appear on all materials, it is allowable to use a point size as small as 8 point. For Radio and TV announcements where the time is limited and the statement might be cut due to limits, the minimum that must be included is: Funded through F.S.S.A./Division of Mental Health and Addiction or Funded through Indiana Division of Mental Health and Addiction. In cases where the entire statement is not feasible such as a T-Shirt with a logo, at minimum the following must appear: F.S.S.A./Division of Mental Health and Addiction.

All participating youth and their parents or guardians shall sign a consent and disclosure form upon registration in the Services Program. This form shall contain consent to participate in a confidential, anonymous survey of the youth's substance using behavior and attitudes. All Coalitions and Service Programs shall comply with all obligations of the Protection of Pupil Rights Act (20 USC 123h, sec. 439) and of the Indiana Family Rights and Privacy Act (IC 20-10.1-4-15), if applicable. Each Services Program shall utilize DMHA-approved wording in their "Consent and Disclosure Form."

The Contractor is obligated in so far as applicable under the Family Education Rights and Privacy Act (20 USC 123h, sec. 444, as amended) to notify parents annually concerning the right to inspect their children's educational records and the right not to have the records released except to an educational institution or under federal subpoena.

In accord with IC 5-11-1-24, the contracting agency will submit to the State Board of Accounts annual financial reports within 30 days after the close of each fiscal year. Unless otherwise directed by the Indiana Family and Social Services Administration, Division of Mental Health and Addiction, the contracting agency agrees to obtain an independent financial and compliance audit of funds provided under this agreement. The audit is to be performed in accordance with the "Standards for Audit of Governmental Organizations, Programs, Activities, and Functions" established by the Comptroller General of the United States. A copy of the completed audit is to be furnished to the Division within six (6) months following the end of the fiscal year.

Pursuant to IC 22-8-9-1-10 and the Civil Rights Act of 1964, the contracting agency shall not discriminate against any employee or applicant for employment to be employed in the performance of any contract awarded, with respect to hire, tenure, terms, conditions, or privileges of employment because of race, age, color, religion, sex, handicap, national origin, or ancestry. The contracting agency shall require the same of all coalition service providers.

Any contract awarded shall be subject to the stated conditions and other policies, regulations, and rules issued by the federal funding agencies for the administration of funded projects. These include Section 1915 (C) of the Public Health Service Act, as amended, which requires that the SAPT Block Grant funds will not be expended; a) to carry out any program of distributing

sterile needles for the hypodermic injection of any illegal drugs; and b) to carry out any testing for the etiological agent for acquired immune deficiency syndrome unless testing is accompanied by appropriate pre-test counseling and appropriate post-test counseling.

All Contractors and Coalition Service Providers will be required to certify that they will maintain a drug-free workplace, in accord with all applicable state and federal requirements. All contracting agencies will comply with the regulations of the Drug-Free Workplace Act of 1988, 34 CFR Part 85, and Subpart F (published in the Federal Register January 31, 1989).

All prevention services funded under the Safe and Drug-Free Schools and Communities Act are required to include a youth suicide prevention plan in accordance with sections 5123 {b}10, 5122{1} {6} , and 5122{b} {2} {I} activities funded under section 5121 {b} of this title.

All Contractors and Coalition Service Providers must provide services in a manner which complies with both state and federal regulations governing "Confidentiality of Alcohol and Drug Abuse Patient Records" described in 42 CFR Part 2.

Any portion of the buildings {"indoor facilities"} utilized by any program funded under this RFP must be completely smoke-free, 24 hours per day, in accordance with the requirements of the Pro-Children Act of 1994 {20 USC 6081-6084} .The Surgeon General has determined that designated smoking areas do not adequately protect the health and safety of the participating children, nor does restricting smoking to hours when children are not present. The only relevant exceptions may be portions of private residences in these buildings, or locations used rarely by the programs (such as field trip locations). All Coalitions and Services Programs must warrant that any portion of any indoor facility regularly or routinely used by any Services Program funded under this RFP is completely smoke-free.

Computer Access

During the term of the contract, the Division of Mental Health and Addiction will be implementing a plan to utilize computer technology in its communications with and monitoring of prevention contracts funded under this RFP.

To facilitate Coalitions meeting this requirement, each Primary Contractor will be provided with one dedicated workstation on a "long-term loan" basis for the exclusive use of the program director. Computer equipment will be provided through DMHA's technical assistance contractor, the Indiana Prevention Resource Center at Indiana University. Computers and software must be returned upon termination or expiration of the contract, or upon demand of the IPRC for violation of the loan agreement.

To qualify for a computer loan, a Contractor must: (1) guarantee that the computer will be provided for the exclusive use of the program director and programming staff, and may not be located in the general administrative offices or given to the accounting staff; (2) guarantee that only properly licensed software related to the project will be installed on the computer (computer games may not be installed on DMHA-provided computers); (3) provide a certificate of insurance ("all risks floater policy") for the value of the computer and installed options and software, protecting the interests of "Indiana University;" (4) execute a written loan agreement with Indiana University on their standard equipment loan form; (5) include in the project budget a line for payment of costs associated with Internet access (including, where necessary, a dedicated telephone line); and (6) agree to return all loaned equipment, software, and documentation upon expiration of funding or upon request for violation of these requirements.

Required Meetings

In order to facilitate communication with and training entire project staffs, DMHA requires the following meetings for Project Directors, Program Directors, Fiscal Officers and Coalition Service Providers.

Coalition Service Providers and Program Directors are required to attend the entire Many Voices~One Vision conference or other designated conference by DMHA.

Additionally coalition service providers must attend trainings for the model/evidence based programs that are selected for delivery in the Direct Services programs. There also may be up to two (2) additional 1 day meetings if necessary during the contract year.

Program Directors, Project Directors and Fiscal Officers may be required to attend up to three (3) meetings that are 1 day in length and up to two (2) business meetings that will be 2 days in length called by DMHA.

Program Directors must be trained in all model/evidence based programs being offered under Afternoons R.O.C.K. in Indiana. This will result in up to 15 days of training.

PERFORMANCE STANDARDS FOR CONTRACTORS

Required Activities for Program Directors:

Recruitment, Training, and Monitoring of Coalition Service Providers:

1. Program directors will identify and recruit coalition service providers to operate direct prevention services programs (DPSP) for targeted youth, in accordance with the DMHA's Specifications for Direct Prevention Services Programs.
2. Prior to implementation of any DPSP, the program director shall have a signed contract with the subcontractor, delineating the responsibilities of each party. Direct Prevention Services Programs that do not have a signed contract in place before the start of the program will be deemed invalid by the Division of Mental Health and Addiction and the Primary Contractor will be responsible for any costs incurred by the proposed subcontractor.
3. Program Directors are responsible for securing criminal background checks. Criminal background checks shall be conducted on the program supervisor, high school aged individuals, and adults over the age of 18 who may be assisting with the program. Program Directors will have a copy of the background checks on file before allowing the program to begin.
4. Prior to submitting a Program Profile for a program that operated in a previous contract year for approval, the program director shall provide a minimum of four (4) hours of training for each new program supervisor, or a minimum of two (2) hours retraining for each returning program

supervisor, covering all of the topics in the DMHA Subcontractor's training protocol, with special emphasis on the DMHA's Specifications for Direct Prevention Services Programs.

5. Program Directors assure that given Program Supervisors have been trained in the evidence based programs to be provided before conducting the program. Program Directors will maintain Program Supervisors' certificates of completion from the training on file.

6. With each proposed Program Profile submitted for approval, the program director shall provide documentation of the required training mentioned (4) above, as well as documentation of each program supervisor's designation as a Qualified Prevention Professional (Q.P.P.) or Certified Prevention Professional (C.P.P.) by the Indiana Association of Prevention Professionals, Inc.

7. At least two weeks prior to the proposed starting date for each program, the program director shall submit a proposed Program Profile to the Indiana Prevention Resource Center (IPRC) for prescreening and DMHA approval. The program director shall personally review each Program Profile prior to submission, and shall transmit the Program Profile to the IPRC via electronic mail, in the format prescribed by DMHA. All required documentation shall be submitted at the same time, including detailed lesson plans for the focused prevention activities, and copies of outcome evaluation instruments (for paper and pencil evaluations) and or protocols (for social indicators evaluations), and the training documentation listed in (5) above.

8. At least three business days prior to the first session for each program cohort, the program director shall mail two copies of the approved Program Profile for the cohort, signed personally in ink by the program supervisor, to the IPRC. The program director shall personally advise each program supervisor of the need to follow the Program Profile and to conduct each DPSP in accordance with the DMHA's Specifications for Direct Prevention Services Programs. The program director shall notify the program supervisor of the approved program number and cohort number for each program prior to the first session for each program cohort.

9. The program director, or the program director's DMHA-approved designee (who shall be a C.P.P.), shall personally conduct a site visit of each program cohort at least once during the term of each cohort, on a date on which a focused prevention activity is scheduled, and shall personally observe the focused prevention activity session. The program director shall submit a written verification of this site visit, on the form provided by DMHA, with the monthly reporting forms documenting completion of the cohort.

10. In the event that a new program supervisor has not yet been designated as a Q.P.P. or C.P.P., the program director, or the program director's DMHA-approved designee (who shall be a C.P.P.) shall personally conduct a site visit of each program cohort supervised by the new program supervisor at least once per week during the term of each cohort, on dates on which a focused prevention activity is scheduled, and shall personally observe the focused prevention activity session. The program director shall submit a written verification of these site visits, on the form provided by DMHA, with the monthly reporting forms documenting completion of the cohort.

11. The program director shall participate on a team that conducts county/township needs assessment readiness surveys as scheduled by DMHA or its designee for the counties or townships of the assigned DSA.

Coalition Management and Oversight:

1. The program director shall meet, at least monthly, with the project director and the fiscal director, to review the progress of the coalition and contract management issues.

2. The program director shall ensure that the "Coalition" adopts the two, specified, standard process objectives. Process objectives are program objectives that describe intended activities or processes to be conducted by the Coalition.

3. The program director is required to physically run a minimum of one cohort. Program Directors shall demonstrate the delivery of evidence based programs to their coalition during the cohort. The program director may choose to run the cohort in any county/township within their DSA and may choose the date for the cohort to be scheduled. However, if the DSA has a county/township that has never been served the Primary Contractor shall run the program in that county/township.

4. The program director shall chair a meeting of coalition members, at least quarterly. Written verification of this meeting and a list of coalition members in attendance shall be submitted on the form provided by DMHA in the month that directly follows, with the monthly reporting forms.

5. The program director shall submit a copy of each coalition meeting's minutes to DMHA.

6. The program director shall attend all required meetings of program directors called by DMHA.

7. The program director shall provide direct supervision of the program assistant staff member, and shall personally review all reports and documents submitted to DMHA.

Required Activities for Program Assistant Members:

1. The program assistant staff member shall maintain all contract records and prepare all required program reports.

2. The program assistant staff member shall prepare and transmit electronically to the IPRC, all Program Profiles in the format required by DMHA, and shall maintain copies of all approved Program Profiles.

3. The program assistant staff member shall prepare an electronic program roster and report form for each cohort of each DPSP, using the format provided by the IPRC, and shall submit a copy of each to the IPRC on either a CD or a 3.5" computer diskette along with the paper copy of the program roster and report. [NOTE: Due to security concerns, these rosters and reports may not be submitted by e-mail, since they contain social security numbers of program participants].

These rosters shall be prepared by the program assistant staff member from the original attendance records supplied by the subcontractor.

4. The program assistant staff member shall compare the electronic program roster and report s/he prepared with the paper copies submitted by the subcontractor, and shall reconcile every discrepancy prior to submission to the IPRC and DMHA.

5. Prior to submission of the electronic program roster and report to the IPRC and DMHA, the program assistant staff member shall verify:

- a) that each program participant is listed by his or her formal legal name,
- b) that each program participant's social security number (Note: there is not a proxy for the social security number, it must be the social security number) is properly recorded,
- c) that the program participant has not previously enrolled in any DPSP in the Coalition during the current contract year,
- d) that each program participant's date of birth is properly recorded, and shall verify that the date of birth qualifies the participant as a "targeted youth" for the cohort,
- e) that the electronic roster and report form accurately reflects the information provided from the original attendance and makeup records submitted by each subcontractor,
- f) that the electronic roster and report form accurately reflects whether or not each participant successfully completed the program, and
- g) that the numbers of targeted youth that enroll in and successfully complete the cohort are accurately reflected on the cohort and coalition summary report forms.

6. The program assistant staff member shall maintain records of the amount of payments due to each subcontractor for (1) program enrollments and (2) successful program completions. Each month, the program assistant staff member shall record the amount of funds available from unsuccessful program completions and the dedicated \$8 per youth that are restricted for the focused prevention expenses. The program assistant staff member shall verify these records with the fiscal officer at least once per month.

7. The program assistant staff member shall prepare monthly reports to DMHA, and shall submit these to the IPRC in time to arrive on or before the 25th day of each month for screening and review. These reports shall be verified and balanced prior to submission.

8. The program assistant staff member shall prepare outcome evaluation reports every six months, in accordance with DMHA requirements, and shall submit them to the IPRC in time to arrive on or before the 25th day of January and the 25th day of July, for screening and review. These reports shall be verified and balanced by the IPRC prior to submission to DMHA.

Required Activities for Project Directors:

1. The project director shall provide executive oversight for all contract activities, and shall act as the supervisor for the program director.

2. The project director shall personally meet with the program director, at least once each month, to review progress toward meeting contract requirements.

Required Activities for Fiscal Officer:

1. The fiscal officer shall provide fiscal oversight for all contract activities, and shall coordinate all required audit activities with the designated outside auditor.
2. The fiscal officer shall personally meet with the program assistant staff member and with the program director, at least once each month, to review fiscal records related to the contract.

1.4 SCOPE OF THE RFP

This document contains the following information that may be useful to anyone wishing to submit a proposal:

Section One -- A description of many factors affecting the proposal process and procedures.

Section Two -- A description of the required format and subject content of any acceptable proposals offered in response to this document.

Section Three -- A general discussion of the method that will be used by an evaluation team in selecting a respondent to recommend to State officials with whom to enter contract negotiations.

Attachments -- Details supporting this basic RFP document.

1.5 ISSUING OFFICE

In accordance with Indiana statute, IDOA has issued this RFP on behalf of DMHA. The content has been prepared by the staff of DMHA and others. This RFP is being posted to the State of Indiana website (<http://www.in.gov/idoa/proc>). One copy of this RFP may be provided free of charge. A nominal fee will be charged for providing additional copies.

1.6 DUE DATE FOR PROPOSALS AND QUESTIONS

NOTE: Indianapolis and most of Indiana remains on Eastern Standard Time year round. When the nation is on Standard time, Indianapolis observes Eastern Standard Time, and is on the same time as New York City. When most of the nation is observing Daylight Savings Time, Indianapolis observes Eastern Standard Time (which is the same as Central Daylight Time) and is on the same time as Chicago.

All proposals must be received at the address below by the Procurement Division no later than 3 p.m. Eastern Standard Time on **February 25, 2005**. Each respondent must submit one original (marked "Original") and five (5) complete copies of the proposal, including the transmittal letter and other related documentation as required in this RFP. A complete copy of the proposal must be provided on a 3 ½" diskette and/or on CD-ROM size 700. No more than one proposal per respondent should be submitted. Each copy of the proposal must follow the format indicated in Section Two of this document. Unnecessarily elaborate brochures or other presentations, beyond

that sufficient to present a complete and effective proposal, are not desired. All proposals must be addressed to:

James Osborne
Procurement Division
Indiana Department of Administration
402 West Washington Street, W468
Indianapolis, IN 46204

All proposal packages must be clearly marked with the RFP number, due date, and time due. Any proposal received by the Procurement Division after the due date and time will not be considered. Any late proposals will be returned, unopened, to the respondent upon request. All rejected proposals not claimed within 30 days of the proposal due date will be destroyed.

No more than one proposal per respondent should be submitted.

The State of Indiana accepts no obligations for costs incurred by respondents in anticipation of being awarded a contract.

All proposals submitted to the State should be double-sided and printed on 30% post-consumer recycled content paper or tree-free paper. When possible, soy ink should be used.

Caution to respondents about shipping/mailing: United States Postal Express and Certified Mail are both delivered to the Government Center Central Mailroom and not directly to the designated department. It is the responsibility of the respondent to make sure that solicitation responses are received by the Procurement Division on or before the designated time and date. Late submission will not be accepted. The IDOA Procurement clock is the official time for all solicitation submissions.

Questions/Inquiries

All questions regarding this RFP must be submitted in writing to the above address no later than 3 p.m. Eastern Standard Time on **February 4, 2005**. Inquiries may also be submitted via fax (317-234-1281) or email rfp@idoa.state.in.us and must be received by IDOA by the time and date indicated above. Questions submitted after 3 p.m. may not be considered.

Following the question due date, IDOA personnel will assemble a list of the compiled questions asked by all respondents. The responses will be posted to the IDOA website approximately one week after the question due date listed in the RFP timetable, Section 1.26. The Question and Answer link will not become active until IDOA has provided responses to all questions. IDOA reserves the right to judge whether any questions should be answered in writing, and copies will be placed on the Procurement page on the State's web site for downloading. Only answers signed by the Director of the Procurement Division or designee or posted on the State's web site will be considered official and valid by the State. No negotiations, decisions, or actions shall be initiated by any respondent as a result of any verbal discussion with any State employee.

Inquiries are not to be directed to any staff member of DMHA. Such action may disqualify respondent from further consideration for a contract as a result of this RFP.

1.7 PRE-PROPOSAL CONFERENCE

It is the decision of the State that no pre-proposal conference is required for this RFP.

1.8 MODIFICATION OR WITHDRAWAL OF OFFERS

Responses to this RFP may be modified or withdrawn in writing with notice sent to IDOA Procurement by mail, fax or e-mail received prior to the exact hour and date specified for receipt of proposals. The respondent's authorized representative may withdraw the proposal in person, providing his or her identity is made known and he or she signs a receipt for the proposal. Proposals may not be withdrawn after the proposal due date and time has passed.

Modification to or withdrawal of a proposal received by the Procurement Division after the exact hour and date specified for receipt of proposals will not be considered. If it becomes necessary to revise any part of this RFP or if additional data is necessary for an exact interpretation of provisions of this RFP prior to the due date for proposals, an addendum will be posted by to the IDOA Procurement Division website. If such addenda issuance is necessary, IDOA reserves the right to extend the due date and time of proposals to accommodate such additional data requirements.

1.9 PRICING

IDOA requests the pricing associated with this RFP be a firm proposal price that must remain open and in effect for a period of not less than 180 days from the proposal due date.

The Indiana Department of Administration and the Indiana Division of Mental Health and Addiction recognize there are certain industry practices for agencies providing prevention services. The funding level available for services provided by contractors is fixed by the Division of Mental Health and Addiction at \$400 per targeted youth served. Each Coalition proposal shall include a line item budget and a one-to-two page budget narrative. An example can be found in Attachment F. Refer to section 2.4.2 of this RFP, Instructions For Coalition Budget Summary, for further information on constructing the budget and budget summary. It is anticipated that additional local funding contributions will be required to provide the level of services specified in this RFP. The State encourages proposers, in their response to this RFP, to be as creative as possible regarding local funding and in-kind contributions, and in the number of hours and days of service to be provided, as these will be considerations in determining whether a contract will be awarded based on responses to this RFP and the selection of a firm to provide the services described herein.

To ensure that the agencies selected provide the quality of services specified in its proposal, the contracts for services will include a payment schedule timed to the satisfactory completion of certain tasks and may include a 10% payment percentage holdback pending receipt and approval

of the annual statistics by the Indiana Division of Mental Health and Addiction.

1.10 DISCUSSION FORMAT/BEST AND FINAL OFFERS

The State reserves the right to conduct discussions, either oral or written, with those respondents determined by the State to be reasonably viable to being selected for award. If discussions are held, the State may ultimately request best and final offers. IDOA Procurement will schedule all discussions. Any information gathered through oral discussions should be confirmed in writing.

The request for best and final offers may include:

- Notice that discussions are concluded.
- Notice that this is the opportunity to submit written best and final offers.
- Notice of the date and time for submission of the best and final offer.
- Notice that if any modification is submitted, it must be received by the date and time specified or it will not be considered.
- Notice of any changes in the State's requirements.

The State reserves the right to reject any or all proposals received or to award, without discussions or clarifications, a contract on the basis of initial proposals received. Therefore, each proposal should contain the respondent's best terms from a price and technical standpoint. The State reserves the right to reopen discussions after receipt of best and final offers if it is clearly in the State's best interest to do so and the Director of the Procurement Division or designee makes a written determination of that fact. If discussions are reopened, the State may issue an additional request for best and final offers from all respondents determined by the State to be reasonably susceptible to being selected for award.

Following evaluation of the best and final offers, the State may select for negotiations the offers that are most advantageous to the State, considering price or cost and the evaluation factors in the RFP.

The State also reserves the right to conduct clarifications to resolve minor issues. If only clarifications are sought, best and final offers may not be requested. The State retains sole authority to determine whether contact with respondents is for clarification or discussion.

1.11 CONTRACT NEGOTIATIONS

After recommendation of a selected respondent by appropriate officials of the State, contract negotiations will commence. The contract will be based primarily on the required clauses of the State as indicated in the State contract as appears in Attachment B of this document; secondly, on those required clauses by the respondent that are acceptable to the State; and, additionally, on any desirable clauses that either party would like to incorporate into the contract. If at any time contract negotiation activities are judged to be ineffective by the Commissioner of IDOA or designee, IDOA will cause to cease all activities with that respondent and begin contract negotiations with the next highest ranked respondent. This process may continue until either both

the respondent and the State of Indiana execute a completed contract or IDOA determines that no acceptable alternative proposal exists.

1.12 REFERENCE SITE VISITS

The State may request a site visit to a respondent's working support center to aid in the evaluation of the respondent's proposal.

1.13 TYPE AND TERM OF CONTRACT

The State of Indiana intends to sign a contract with one or more respondent(s) to provide the complete set of products and services listed in this RFP. The State will not entertain joint bids.

Contracts under RFP 5-55 shall automatically be renewed subject to the availability of funds and no amendments. The contracts will be in effect 7/1/05 through 6/30/06 (SFY 2006), after they are fully executed by the State and respondents who are selected as contractors, and shall remain in effect for SFYs 2007, 2008 and 2009. Contractors will be able to submit the required paper work for claims in arrears of services beginning August 15 of each SFY.

1.14 CONTRACT OBLIGATIONS

Attachment B of this document is the form of the expected contract resulting from this RFP. Although the State anticipates that any respondent submitting a proposal will provide the major portion of the products and services as requested, subcontracting by the respondent is acceptable in performing the requirements of this RFP. However, the respondent must obtain the approval of IDOA before subcontracting any portion of the project's requirements and the subcontractor must have registered with the Indiana Secretary of State at least 45 days prior to the issuance date of this RFP if they are a regular corporation, Sub Chapter S corporation, Limited Liability Corporation, Limited Partnership or Not for Profit Corporation. The respondent is responsible for the performance of any obligations that may result from this RFP and shall not be relieved by the non-performance of any subcontractor. Any respondent's proposal must identify all subcontractors, indicate that the subcontractor was registered with the Indiana Secretary of State at least 45 days prior to the issuance date of this RFP and outline the contractual relationship between the respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal. This RFP is subject to the Minority Business and Women's Enterprise Program. The requirements are explained elsewhere in the RFP.

Any subcontracts entered into by the respondent must be in compliance with all State of Indiana statutes and be subject to the provisions thereof. For each portion of the proposed products and services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience.

The combined qualifications and experience of the respondent and any or all subcontractors will be considered in the State's evaluation. The respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the respondent must be made available upon request for inspection and examination by appropriate State officials and such relationships must meet with the approval of the State.

1.15 CONFIDENTIAL INFORMATION

Respondents are advised that materials contained in proposals are subject to the Indiana Public Records Act, IC 5-14-3 et seq., and, after the contract award, may be viewed and copied by any member of the public, including news agencies and competitors. Respondents claiming a statutory exception to the Indiana Public Records Act must place all confidential documents (including the requisite number of copies) in a sealed envelope clearly marked "Confidential" and must indicate in the transmittal letter and on the outside of that envelope that confidential materials are included. The respondent must also specify which statutory exception provision applies. The State reserves the right to make determinations of confidentiality. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to the Indiana Public Records Act, it may either reject the proposal or discuss its interpretation of the allowable exceptions with the respondent. If agreement can be reached, the proposal will be considered. If agreement cannot be reached, the State will remove the proposal from consideration for award and return the proposal to the respondent. The State will not determine prices to be confidential information.

1.16 STATE OF INDIANA OBLIGATIONS

The State of Indiana accepts no obligations for costs incurred by respondents in anticipation of being awarded a contract.

The State of Indiana creates no obligation, expressed or implied, by issuing this RFP or by receipt of any responses submitted pursuant hereto. The award of any contract(s) as a result of this RFP shall be at the sole discretion of DMHA and IDOA. Neither this RFP nor any response (proposal) submitted hereto are to be construed as a legal offer.

1.17 CONTRACT COMPONENTS

Any or all portions of this RFP and normally any or all portions of the respondent's response will be incorporated by reference as part of the final contract. Proprietary or confidential material submitted properly (see Section 1.15) will not be disclosed.

1.18 PROPOSAL LIFE

All proposals made in response to this RFP must remain open and in effect for a period of not less than 180 days after the due date for proposals. Any proposal accepted by the State for the purpose of contract negotiations shall remain valid until superseded by a contract or until rejected by the State.

1.19 TAXES

The State of Indiana is exempt from federal, state, and local taxes. The State will not be responsible for any taxes levied on the respondent as a result of the contract resulting from this RFP.

1.20 SECRETARY OF STATE REGISTRATION

In accordance with IC 5-22-16-4, before a respondent can do business with the State, the respondent must be registered with the Indiana Secretary of State. In order to be considered responsible, an offeror that is a business required to register with the Secretary of State must have registered with the Secretary of State at least 45 days before the RFP issuance date. If a respondent does not have such registration at present, the respondent should contact:

Secretary of State of Indiana
Corporation Division
302 West Washington Street, E018
Indianapolis, IN 46204
(317) 232-6576

for the necessary application form, keeping in mind that the respondent will not be considered responsible for a current solicitation. It is each respondent's responsibility to assure that registration was at least 45 days prior to issuance of the RFP. Registration information will be verified prior to RFP recommendation.

1.21 EQUAL OPPORTUNITY COMMITMENT

Pursuant to IC 4-13-16.5 and in accordance with 25 IAC 5-5-3, the Director of the Procurement Division of IDOA has determined that there is a reasonable expectation of minority and woman business enterprise participation in this contract. Therefore a contract goal of 5% minority business enterprise participation and 5% woman business enterprise participation has been established and all respondents will be expected to comply with the regulation set forth in 25 IAC 5-5-3.

Compliance with these regulations will be taken into consideration during the evaluation phase of the RFP process.

1.22 MINORITY & WOMEN'S BUSINESS ENTERPRISE PARTICIPATION PLAN

In accordance with 25 IAC 5 1-8, the respondent must submit within the proposal a Minority and Women's Business Enterprise participation plan. Failure to provide the minority and women's business participation plan at the time of proposal submission may result in the disqualification

and rejection of the proposal. Please note that IDOA reserves the right to verify all information included on minority and women's business enterprise participation plans and applications for waiver from the contract goal before making final determinations of the respondent's responsiveness.

Additionally, the plan must show that there are IDOA certified racial minority owned enterprises and IDOA certified women owned enterprises participating in the contract. The participation can be, but is not limited to, a subcontractor or second tier participation with common suppliers such as office supplies, courier services and/or janitorial services. The respondent submitting an offer must indicate the name of the IDOA certified racial and women owned firms that will participate in the award, a contact name and phone number, the service to be supplied and the specific dollar amount from this contract that will be directed toward each firm.

The respondent is expected to demonstrate a good faith effort to meet the participation goal of 5% for IDOA certified minority participation and 5% for IDOA certified women owned business participation. A good faith effort consists of documenting the effort that was made to achieve the goal. Respondents are encouraged to contact and work with the Minority Business and Women's Enterprise Division of the Indiana Department of Administration to design a plan to meet established goals. The Minority Business and Women's Enterprise Division's website address is as follows: www.in.gov/idoa/minority and contains a complete list of all IDOA certified MWBE's.

By submission of the proposal, the respondent thereby acknowledges and agrees to be bound by the regulatory processes involving the State of Indiana's Minority and Women's Business Enterprise Program. Questions involving the regulations governing the minority and women's business enterprise participation plan should be directed to:

Minority Business and Women's Enterprise Division
Indiana Department of Administration
402 W. Washington St., Room W469
Indianapolis, IN 46204
(317) 233-6607

1.23 U.S. MANUFACTURED

Each proposal must contain an explanation of what steps will be used to encourage the use of American-made products. The State does apply a U.S. Manufactured preference as set out in IC 5-22-15-21.

1.24 RECYCLED PRODUCTS

Each proposal should contain an explanation of what recycled materials are used and identify the recyclability of products offered in response to this RFP.

1.25 AMERICANS WITH DISABILITIES ACT

The respondent specifically agrees to comply with the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq. and 47 U.S.C. 225).

1.26 SUMMARY OF MILESTONES

The following timeline is only an illustration of the RFP process. The dates associated with each step are not to be considered verbatim. Due to the unpredictable nature of the evaluation period, these dates are commonly subject to change. At the conclusion of the evaluation process all respondents will be informed of the evaluation team's findings.

| <u>ACTIVITY</u> | <u>COMPLETION DATE</u> |
|---|------------------------|
| Respondent inquiry period ends | February 4, 2005 |
| Final State responses to inquiries | February 11, 2005 |
| Proposal submission date | February 25, 2005 |
| Notice of discussions* | March 15, 2005 |
| Discussions* | March 22, 2005 |
| Request for best and final offers (BAFO)* | March 24, 2005 |
| Receipt of best and final offers* | March 31, 2005 |
| Proposal evaluation completed* | April 8, 2005 |
| Recommendation to IDOA* | April 12, 2005 |
| Notify selected respondent* | April 19, 2005 |
| Contract negotiations begin* | April 22, 2005 |
| Contract negotiations end* | April 29, 2005 |
| Negotiated contract readied* | May 4, 2005 |
| Contract signed by respondent* | May 17, 2005 |
| State review begins* | May 18, 2005 |
| State review ends* | June 29, 2005 |
| Receipt of State approval* | June 30, 2005 |

* These dates are subject to the determination of the need for discussions. If discussions are not required, the process could reach a completion date at least four weeks earlier than the listed date for contract signature.

SECTION TWO PROPOSAL PREPARATION INSTRUCTIONS

2.1 GENERAL

To facilitate the timely evaluation of proposals, a standard format for proposal submission has been developed and is documented in this section. All respondents are required to format their proposals in a manner consistent with the guidelines described below:

- Each item must be addressed in the respondent's proposal or the proposal may be rejected.
- The transmittal letter should be in the form of a letter. The business and technical proposals must be organized under the specific section titles as listed below.
- The State may, at its option, allow all respondents a five-calendar-day period to correct errors or omissions to their proposals. Should this necessity arise, the State will contact each respondent affected. Each respondent must submit written corrections to the proposal within five calendar days of notification. The intent of this option is to allow proposals with only minor errors or omissions to be corrected. Major errors or omissions, such as the failure to include prices, will not be considered by the State as a minor error or omission and may result in disqualification of the proposal from further evaluation.

2.2 TRANSMITTAL LETTER

The Transmittal Letter must address the following topics except those specifically identified as "optional."

2.2.1 Summary of Ability and Desire to Supply the Required Products and Services

The transmittal letter must briefly summarize the respondent's ability to supply the requested products and services that meet the requirements defined in Section Three of this RFP. The letter must also contain a statement indicating the respondent's willingness to provide the requested products and services subject to the terms and conditions set forth in the RFP including, but not limited to, the State's mandatory contract clauses.

2.2.2 Signature of Authorized Representative

A person authorized to commit the respondent to its representations and who can certify that the information offered meets all general conditions including the information requested in Section 2.3.4, must sign the transmittal letter. In the transmittal letter please indicate the principal contact for the proposal along with an address, telephone and fax number as well as an e-mail address if different than individual authorized for signature.

2.2.3 Respondent Notification

Unless otherwise indicated in the Transmittal Letter, respondents will be notified via e-mail.

It is the respondent's obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation. The Procurement Division will not be held responsible for incorrect vendor/contractor addresses.

2.2.4 Other Information

This item is optional. Any other information the respondent may wish to briefly summarize will be acceptable.

2.3 BUSINESS PROPOSAL

The Business Proposal must address the following topics except those specifically identified as "optional."

2.3.1 General (optional)

This optional section of the business proposal may be used to introduce or summarize any information the respondent deems relevant or important to the State's successful acquisition of the products and services requested in this RFP.

2.3.2 Respondent Company Structure

The legal form of the respondent's business organization, the state in which incorporated (if a corporation include a copy of incorporation certificate), the types of business ventures in which the organization is involved, and a chart of the organization are to be included in this section. If the organization includes more than one product division, the division responsible for the development and marketing of the requested products and services in the United States must be described in more detail than other components of the organization.

2.3.3 Company Financial Information

This section must include the respondent's financial statement, such as an income statement or balance sheet, for each of the two most recently completed fiscal years. The financial statements must demonstrate the respondent's financial stability. If the organization includes more than one product division, separate financial statements must be provided for the division responsible for the development and marketing of the requested products and services.

2.3.4 Integrity of Company Structure and Financial Reporting

This section must include a statement indicating that the CEO and/or CFO has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The particular areas of interest to the State in considering corporate responsibility, which are mandatory, include the following items:

separation of audit functions from corporate boards and board members, if any, the manner in which the firm assures board integrity, the separation of audit functions and consulting services. The State of Indiana will consider the information offered in this section to determine the responsibility of the offeror per IC 5-22-16-1(d).

Federal law H.R. 3763, the “Sarbanes Oxley Act of 2002” is NOT directly applicable to this acquisition; however, its goals and objectives were used to develop our mandatory areas of interest.

2.3.5 Facilities and Resources

The respondent should include information with regard to the organization’s resources that it deems advantageous to the successful provision of the requested products and services. This might include management capabilities and experience, technical resources, and operational resources not directly assigned to this project, but available if needed.

2.3.6 Required Contract Clauses

Indiana law requires the inclusion of certain language in all contracts. Also, the nature of the products and services requested in this RFP may present a need for the inclusion of certain commitments in any contract resulting from this RFP. Attachment B of this document contains a sample contract that could be similar to the one resulting from this RFP. Some clauses within the sample contract are mandatory and other clauses are desirable to the State. NOTE: Those clauses that are mandatory are as follows:

Duties of contractor, rate of pay, and term of contract
Conflict of Interest
Drug-free workplace provision and certification
Funding Cancellation
Non-collusion and Acceptance
Non-discrimination clause
Ethics

Respondents should review these clauses in detail because a specific agreement to these clauses is required in the Transmittal Letter. If a respondent wishes to suggest alternative wording for one or more of these mandatory clauses without changing the intent, these suggestions may, at the respondent’s option, be documented in this section of the Business Proposal. The respondent’s suggested language will be considered by the State during the contract negotiation process. The State’s willingness to consider alternative language does not change the requirement that the respondent agree in the Transmittal Letter to the acceptance of the State mandatory clauses as written.

Attachment B also includes a number of desirable clauses that the State seeks to include in any contract resulting from this RFP but which it does not consider mandatory. For each of these desirable clauses, the respondent should either indicate that the desired

clause is acceptable as worded; suggest specific alternative wording to address issues raised by the specific clause; or indicate the desired clause is unacceptable and state why. Any language required by a respondent that is unacceptable to the State may lead to the rejection of that respondent's proposal.

2.3.7 Pricing

The State requests the pricing associated with this RFP be a firm proposal price that must remain open and in effect for a period of not less than 180 days from the proposal due date as well as any extensions agreed to in the course of contract negotiations.

The Indiana Department of Administration and the Indiana Division of Mental Health and Addiction recognize there are certain industry practices for agencies providing prevention services. The funding level available for services provided by contractors is fixed by the Division of Mental Health and Addiction at \$400 per targeted youth served. Each Coalition proposal shall include a line item budget and a one-to-two page budget narrative. An example can be found in Attachment F. Refer to section 2.4.2 of this RFP, Instructions For Coalition Budget Summary, for further information on constructing the budget and budget summary. It is anticipated that additional local funding contributions will be required to provide the level of services specified in this RFP. The State encourages proposers, in their response to this RFP to be as creative as possible regarding local funding and in-kind contributions, and in the number of hours and days of service to be provided, as these will be considerations in determining whether a contract will be awarded based on responses to this RFP and the selection of a firm to provide the services described herein.

To ensure that the agencies selected provide the quality of services specified in its proposal, the contracts for services will include a payment schedule timed to the satisfactory completion of certain tasks and may include a 10% payment percentage holdback pending receipt and approval of the annual statistics by the Indiana Division of Mental Health and Addiction.

2.3.8 References

The respondent should include a list of at least three (3) clients for whom the respondent has provided products and services that are the same or similar to those products and services requested in this RFP. Any state government for whom the respondent has provided these products and services should be included; also to be included should be clients with locations near Indianapolis, as site visits may be arranged. Information provided should include the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information. The more similar the referenced products and services are to those requested in this RFP; a greater weight may be attached to the references in the State's evaluation process.

The respondents should have references from schools, churches, and youth serving organizations, or others that have benefited by youth receiving the after-school program, Afternoons R.O.C.K. in Indiana or another program for youth.

2.3.9 Registration to do Business

Selected respondents providing the products and/or services required by this RFP must be registered to do business within the state by the Indiana Secretary of State at least 45 days before the issuance of the RFP to be considered responsible. The contact information for this office may be found in Section 1.20 of this RFP. This process must have been concluded 45 days prior to the issuance of the RFP. It is the successful respondent's responsibility to complete the required registration with the Secretary of State and to be aware of any proposed subcontractors registration status. The respondent must indicate the status of registration, if applicable, in this section of the proposal.

2.3.10 Authorizing Document

Respondent personnel signing the Transmittal Letter of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement.

2.3.11 Subcontractors

For purposes of this RFP, Primary Contractors are responsible for meeting the requirements under this section for the members of the coalition. The respondent must list any subcontractor's name, address and state of incorporation that are proposed to be used in providing the required products and services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, the subcontractor's form of organization, indication that the subcontractor was registered with the Indiana Secretary of State at least 45 days prior to the issuance date of this RFP (see Section 1.14 for forms of businesses required to register), if required, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The respondent must indicate which, if any, subcontractors qualify as a Minority or Women Owned Business under IC 4-13-16.5-1. See Section 1.22 and Attachment A for Minority and Women Business information.

2.3.12 Respondent Contract Requirements (Optional)

If the respondent wishes to include any language other than that discussed in the Business Proposal, this language should be included in this section. For each clause included in this section, the respondent should indicate that the clause is required by the respondent in any contract resulting from this RFP and why it is required (if the required clause is

unacceptable to the State, the respondent's proposal may be considered unacceptable) or indicate that the clause is desired (but not required) by the respondent in any contract resulting from this RFP.

2.4 TECHNICAL PROPOSAL

The Technical Proposal must be divided into the sections as described below. Every point made in each section must be addressed in the order given. The same outline numbers must be used in the response. RFP language should not be repeated within the response. Where appropriate, supporting documentation may be referenced by a page and paragraph number. However, when this is done, the body of the technical proposal must contain a meaningful summary of the referenced material. The referenced document must be included as an appendix to the technical proposal with referenced sections clearly marked. If there are multiple references or multiple documents, these must be listed and organized for ease of use by the State.

Instructions for Completing Proposal

Proposals must be prepared on 8 1/2" by 11" white typing paper, using black ink or toner only. Writing should be on one side of the paper only, and should be single-spaced whenever feasible and appropriate. Proposals must use a conventional typeface, such as a typewriter typeface, or Times New Roman, and type may not be smaller than 12 pitch for a typewriter face, or 10 points for a proportional typeface. Proposals should NOT be placed in binders or covers. Pages may be bound with rubber bands or with a single staple in the upper left corner. All pages should be numbered consecutively. Do not include extraneous or promotional materials. Respondents must submit one original and five copies of their proposal as required in section 1.6 of this RFP.

Outline for Proposal

2.2 TRANSMITTAL LETTER

- 2.2.1 Summary of Ability and Desire to Supply the Required Products and Services
- 2.2.2 Signature of Authorized Representative
- 2.2.3 Respondent Notification
- 2.2.4 Other Information

2.3 BUSINESS PROPOSAL

- 2.3.1 General (optional)
- 2.3.2 Respondent Company Structure
- 2.3.3 Company Financial Information
- 2.3.4 Integrity of Company Structure and Financial Reporting
- 2.3.5 Facilities and Resources
- 2.3.6 Required Contract Clauses
- 2.3.7 Pricing
- 2.3.8 References
- 2.3.9 Registration to do Business
- 2.3.10 Authorizing Document
- 2.3.12 Respondent Contract Requirements

2.4 TECHNICAL PROPOSAL

- 2.4.1 Abstract
- 2.4.2 Coalition Budget Summary
- 2.4.3 Coalition Structure and Membership Roster (organization chart + 1 or more pages)
- 2.4.4 Description of Existing Coalition (2 to 3 pages)
- 2.4.5 Summary Listing of All Direct Prevention Services Programs (pages as needed)
- 2.4.7 Profiles of Each Proposed Direct Prevention Services Programs (3 pages per program)
- 2.4.8 Coalition Management Plan (1 to 2 pages)
- 2.4.9 Coalition Evaluation Plan (2 pages)
- 2.4.10 Coalition Marketing and Recruitment Plan (2 to 3 pages)
- 2.4.11 Coalition Transportation Plan (2 or more pages)
- 2.4.12 Statement of Proposer's Capacity to Manage Contract Responsibilities (1 or 2 pages)
- 2.4.13 Appendices
 - Letters of Designation and Commitment (1 per Collaborating Member)
 - Resumes or Curriculums Vitae of Key Personnel
 - Assurances (Compliance with Laws and Regulations) (2 pages)

2.5 MINORITY & WOMEN'S BUSINESS ENTERPRISES PARTICIPATION PLAN

2.6 INDIANA ECONOMIC IMPACT FORM

2.4.1 Instructions for Abstract

Each Coalition proposal shall include a 200 to 300 word abstract, typed on a separate sheet of paper and inserted at the beginning of the technical proposal. The abstract should identify the Coalition, the defined service area, the proposed contractor and identified coalition service providers, and the number, nature, and types of Direct Prevention Services Programs proposed by the Coalition. If the Coalition has decided to concentrate on a specific segment of its target audience, that should be noted in the abstract.

2.4.2 Instructions for Coalition Budget Summary

Each Coalition proposal shall include a line item budget and a one-to-two page budget narrative. An example can be found in Attachment F.

Estimated Range of Budgets

Contractors should prepare budgets based upon the following formula.

Contractors shall be reimbursed by DMHA at a rate of \$400 for every qualified enrollment of a "targeted youth" in Services Programs conducted by the Contractor or one of its coalition service providers, subject to DMHA specifications and to a maximum reimbursement level specified in each contract with DMHA. Contractors must reimburse coalition service providers at the following flat rates:

For qualified enrollment of each targeted youth, in accordance with DMHA specifications
\$150

For successful completion of each targeted youth, in accordance with DMHA specifications
\$150

An \$8 allowance is for Coalition support and model/evidence based program manuals, consumables, and training. The allowance of \$8 does not include the costs of field trips, program administration costs, and program staff salaries and wages.

The \$400 reimbursement rate permits each Contractor to retain \$92 (23% of the total available funds) for the Primary Contractor's administration (including salaries and benefits of Program Directors and Program Assistants), marketing, and indirect service costs.

It was assumed that this funding level would be sufficient only for direct costs of programming, and would not provide reimbursement for indirect costs, overhead, or agency subcontractor costs. It was assumed that local cash and/or in-kind contributions would be required to implement each direct prevention services program.

Proposed contractors should note that no reimbursement will be provided for non-targeted youth. Participants will be deemed to have successfully completed a program if they attend at least 80% of the scheduled program sessions.

DMHA reserves the right to increase or decrease the maximum reimbursement levels during the term of each contract to adjust for actual enrollment and completion levels in each DSA.

Respondents should assume the following minimum reimbursement levels for their proposals. These minimum reimbursement levels will need to be utilized when completing the Minority and Women's Business Enterprise participation forms as well as the Indiana Economic Impact forms:

| DSA | Targeted Enrollment | Minimum Allocation |
|------------|----------------------------|---------------------------|
| DSA #1 | 1,309 | \$ 523,600. |
| DSA #2 | 831 | 332,400. |
| DSA #3 | 1,328 | 531,200. |
| DSA #4 | 1,219 | 487,600. |
| DSA #5 | 836 | 334,400. |
| DSA #6 | 835 | 334,000. |
| DSA #7 | 908 | 363,200. |
| DSA #8 | 921 | 368,400. |
| DSA #9 | 1,890 | 756,000. |
| DSA #10 | 858 | 343,200. |
| DSA #11 | 878 | 351,200. |
| DSA #12 | 913 | 365,200. |
| DSA #13 | 953 | 381,200. |
| DSA #14 | 1,070 | 428,000. |

| | | |
|--------------|---------------|---------------------|
| TOTAL | 14,749 | \$5,899,600. |
|--------------|---------------|---------------------|

Allowable Costs

Funds for this RFP may come from two federal block grant programs: the Substance Abuse Prevention and Treatment (SAPT) Block Grant and the Safe and Drug-Free Schools and Communities (SDFSC) Block Grant. Federal regulations prohibit using these funds for the following purposes: a) to provide inpatient hospital services, b) to make cash payments to intended recipients of health services, c) to purchase or improve land, purchase, construct or permanently remodel (other than minor remodeling) any building or other facility, d) to purchase major medical equipment, e) to satisfy any requirement for the expenditure of nonfederal funds as a condition for the receipt of federal funds and f) for any building or construction.

Local Contributions

The level of funding available may not provide full funding for meaningful prevention services for all eligible youth. In order to assure that services are provided in all Indiana counties, and to maximize the availability of prevention services, all Service Programs funded under this RFP will require significant local funding contributions. All Services Programs funded under this RFP must document the level of local funding and the fair market value of local contributions. A sample budget for local contributions can be found in Attachment F.

Required Meetings

Each Contractor shall budget for attendance at the required annual Conference by the program director and fiscal officer. Contractors should budget \$75 per person for the registration fee, an allowance of \$83 per person per night for hotel and per diem expenses (if driving 50 or more miles to Indianapolis), and mileage at the Indiana State Board of Accounts approved rate of 34 cents per mile. Contractors should also budget mileage and hotel/per diem (if applicable) for the three required one-day meetings.

Each Services Program shall budget for attendance at the required annual Conference by the program supervisor. Services Programs should budget \$75 for a registration fee, an allowance of \$83 per night for 2 nights for hotel and per diem expenses (if driving 50 or more miles to Indianapolis), and mileage at the Indiana State Board of Accounts approved rate of 34 cents per mile.

Failure of Coalition or Services Program staff to attend required meetings shall constitute a violation of the special conditions of the contract.

2.4.3 Instructions for Coalition Structure and Membership Roster

Each Coalition proposal shall include an organization chart and a brief description (one to two paragraphs) describing the Coalition structure and any committees, boards, or advisory panels. This section should also include a complete list of all identified Collaborating Member Agencies of the Coalition, identified by role (Contractor, Subcontractor, or Volunteer Collaborating

Agency). Contractors may add additional Collaborating Member Agencies during the course of the contract.

2.4.4 Instructions for Description of Existing Coalition

Each Coalition proposal shall include a two-to-three page section describing the targeted area, and its strengths and weaknesses, based upon local data from the defined service area. A current listing of coalition service providers and program descriptions in each Coalition, updated weekly, may be found on the World Wide Web at:

http://www.iprc.indiana.edu/coalitions/dsa_coalitions.html

The proposer should specifically address the current allocation of enrollment slots within the Coalition, based upon county/township allocations for multi-county DSAs, and township or school corporation allocations for single-county DSAs.

2.4.5 Instructions for Summary Listing of All Direct Prevention Services Programs

Each Coalition proposal shall include a list of "Direct Prevention Services Programs" that they intend to include in the reformulated Coalition. This listing must include the following information for each DPSP.

1. Program Name and indication of whether this is an existing or new DPSP.
2. Subcontractor entity responsible for this DPSP.
3. Location where DPSP will be offered and name of county/township where program is to be offered.
4. Program supervisor name, and C.P.P. or Q.P.P. number (or indication of when C.P.P. or Q.P.P. designation will be obtained).
5. Number of Targeted Youth to be enrolled in this DPSP (allocation).
6. Number of Cohorts expected to be offered by this DPSP in each contract year.

2.4.6 Instructions for Profiles of Each New Proposed Direct Prevention Services Program

Each Coalition proposal shall include a "Profile" of each proposed Direct Prevention Services Program proposed. The profile will describe a minimum of 6 members and their capacity to be trained in model/evidence based programs and evaluation methods. Profiles of each Direct Prevention Services Program will describe at minimum the capacity of six (6) members to be trained in model/evidence based programs, evaluation methods, and a summary of the services required in a program profile (needs assessment, focused and supportive prevention activities, budget, and evaluation). See Attachment E for a sample profile. An electronic copy of the profile can be obtained from the Indiana Prevention Resource Center.

2.4.7 Instructions for Coalition Management Plan

Each Coalition proposal shall include a one-to-two page section describing how the Coalition will be managed; including the roles played by the Contractor, subcontractor, and other collaborating member agencies. The process for collaboration among Coalition members must be

described and the means of assuring participation of collaborating member agencies in Coalition decision making must be clear. The structure of any committees or advisory panels should be defined, and the means of allowing for participation of youth, parents or guardians, and the general public in setting Coalition goals should be described.

2.4.8 Instructions for Coalition Evaluation Plan

Each Coalition proposal shall include a two-page coalition evaluation plan. Respondents shall refer to Attachment G and prepare the evaluation plan. The coalition should: (1) enter the Name of the Coalition in the appropriate space; (2) enter the number of proposed Direct Prevention Services Programs in the appropriate space in Objective A. in the "Process Evaluation" section; (3) enter the targeted percentage of participating youth expected to successfully complete each Services Program in the appropriate space in objective B. in the "Process Evaluation" section; and (4) enter the targeted maximum prevalence rates in the four spaces in the "Impact Evaluation" section.

The percentage of participating youth expected to successfully complete each Services Program shown in Objective B in the "Process Evaluation" section should be consistent with the percentage shown in the "Process Evaluation" sections of each Services Program profile included in the proposal.

Coalitions should establish their targeted maximum prevalence rates shown in the "Impact Evaluation" section based upon estimates of local prevalence rates. If local surveys of early adolescents have been conducted in your community, these data may be available from your local school corporation. [Note: Confidentiality regulations prohibit the Indiana Prevention Resource Center from identifying which schools participate in its annual survey, and also prohibit the release of any data from local surveys to anyone except the one designated representative of participating local school corporations. DO NOT contact the IPRC for these data.] If local survey data are not available, you may use statewide survey data and may modify those data with information from the "Prevention Planning Data" manual for each local county/township in your defined service area.

The targeted maximum prevalence rates should be established for the Coalition, based upon their knowledge of local conditions, the actual ages of participating youth in each proposed Services Program (for example, Services Programs serving 8th graders would usually have higher targeted maximum prevalence rates than those serving 6th graders), and the targeted maximum prevalence rates established for each proposed Services Program. The targeted rates should be established based upon a reduction from "expected rates," not necessarily based upon a reduction from "baseline rates."

2.4.9 Instructions for Coalition Marketing and Recruitment Plan

Each Coalition proposal shall include a two-to-three page section clearly describing the Coalition's plan of marketing its Direct Prevention Services Programs to the target audience. The plan must describe a strategy for informing ALL youth in the target audience about available programs and for actively recruiting the participation of targeted youth and their parents or

guardians. The plan should be very specific and should provide detailed plans, rather than general strategies for assuring that the proposed Services Programs enroll and retain the anticipated number of participating youth.

2.4.10 Instructions for Coalition Transportation Plan

Each Coalition proposal shall include a two-or-more page section clearly describing the Coalition's plan for assuring that participating youth have access to the Services Programs by assuring that needed services are available to transport participating youth to and from the site of each Services Program. For many early adolescents, the primary means of transportation are a school bus or a bicycle. While "walking" may be an adequate transportation plan for a neighborhood-based Services Program in an urban area, failure to plan for participant transportation would be a plan for program failure for most Services Programs. The plan should also address the safety of students who walk to the Services Program. Since it is likely that each Services Program's transportation needs are different, the Coalition plan must address the transportation strategy employed by EACH proposed Services Program. This plan can include such sources as public transportation, school buses, agency vans or buses, or taxi vouchers.

2.4.11 Instructions for Statement of Proposer's Capacity to Manage Contract Responsibilities

Each Coalition proposal shall include a one-to-two page section describing the proposed Contractor's experience and capacity to manage the contract responsibilities. This section should include information about the corporate entity (when and where incorporated or chartered), fiscal and management controls (including audit history), and its experience (or the experience of key officials) in managing youth development programs and any grant or contract history. Any experience in managing coalitions or coalition service providers should also be described. Resumes or curriculums vitae of key staff may be included in the Appendix as a supporting document.

Proposer shall include a paragraph demonstrating the proposing organization's availability of sufficient financial resources to manage coalitions and payments to vendors and coalition service providers with a cost reimbursement contract.

Each Collaborating Member Agency should include a paragraph in its "Letter of Designation and Commitment" describing its experience in youth development and drug prevention, and its capacity to carry out its commitments to the Coalition. Where relevant, additional information may be included in the Appendix as a supporting document.

2.4.12 Instructions for Letters of Designation and Commitment

Each coalition proposal shall include a "letter of designation and commitment" from each new identified collaborating member agency, prepared on the letterhead of the agency. Each letter of designation and commitment shall authorize the Contractor to act on behalf of the Coalition in all dealings with the DMHA, and shall clearly and specifically describe the role that the collaborating member agency shall play in the Coalition (i.e. subcontractor, volunteer collaborating organization, etc.). Every commitment of each collaborating member agency

described in the proposal (i.e. provision of space, volunteers, services, etc.) shall be specifically listed in that agency's letter of designation and commitment. Each letter also should include a paragraph describing the agency's experience in youth development and drug prevention and its capacity to carry out its commitments to the Coalition. An official who is authorized to contractually bind the collaborating member agency shall sign each letter of designation and commitment, in ink. The original signed letters should be retained by the proposed contractor for inspection by DMHA. Clear photocopies of each letter shall be included in an Appendix to all copies of the proposal.

2.5 MINORITY & WOMEN'S BUSINESS ENTERPRISES PARTICIPATION PLAN

A properly completed and signed MWBE Participation Plan (Attachment A) must be included as part of the proposal. Respondents must indicate the name of the IDOA certified racial minority and IDOA certified woman owned firm(s) with which it will work; the contact name and phone number at the firm(s); the service supplied by the firm(s); and the specific dollar amount from this contract that will be directed toward each firm. If the above mentioned goals (1.21) can not be achieved by directing proceeds from this contract toward IDOA certified racial minority and IDOA certified woman owned enterprises, the respondent may demonstrate that an amount, equal to each of the above goals, of the firms overall annual proceeds (from all business) are directed to IDOA certified racial minority and/or woman owned enterprises. Please note: Respondents' claims for participation will be validated prior to contract award.

2.6 INDIANA ECONOMIC IMPACT

All companies desiring to do business with state agencies must complete an "Indiana Economic Impact" form (Attachment C). The form asks for, among other information:

- a. The amount of the contract that is being allocated for payroll and benefits to Indiana residents
- b. The amount that is being awarded to Indiana subcontractors and suppliers
- c. The amount that is being subcontracted to Indiana certified minority and women owned businesses

The collection and recognition of the information collected with the Indiana Economic Impact form places a strong emphasis on the economic impact a project will have on Indiana and its residents regardless of where a business is located. The collection of this information does not restrict any company or firm from doing business with the state.

SECTION THREE PROPOSAL EVALUATION

3.1 PROPOSAL EVALUATION PROCEDURE

The State of Indiana has selected a group of personnel to act as a proposal evaluation team. Subgroups of this team, consisting of one or more team members, will be responsible for evaluating proposals with regard to compliance with RFP requirements. All evaluation personnel will use the evaluation criteria stated in Section 3.2.

The procedure for evaluating the proposals against the evaluation criteria will be as follows:

3.1.1 Each proposal will be evaluated for form on a pass/fail basis. Proposals that are incomplete or otherwise do not conform to proposal submission requirements will normally be eliminated from consideration. Respondents should note that agreement to the State's mandatory contract clauses is required in the Transmittal Letter and will be evaluated for such under the form category.

3.1.2 Each proposal will be evaluated on the basis of the categories included in Section 3.2. A point/percentage score will be established for each category.

3.1.3 If technical proposals are close to equal, greater weight could be given to price.

3.1.4 Based on the results of this evaluation, the qualifying proposal determined to be the most advantageous to the State, taking into account all of the evaluation factors, may be selected by IDOA and FSSA/DMHA for further action, such as contract negotiations. If, however, IDOA and FSSA/DMHA decide that no proposal is sufficiently advantageous to the State, the State may take whatever further action is deemed necessary to fulfill its needs. If, for any reason, a proposal is selected and it is not possible to consummate a contract with the respondent, IDOA may begin contract preparation with the next qualified respondent or determine that no such alternate proposal exists.

3.2 EVALUATION CRITERIA

Proposals will be evaluated based upon the proven ability of the respondent to satisfy the requirements of the RFP in a cost-effective manner. Each of the evaluation criteria categories is described below with a brief explanation of the basis for evaluation in that category. The percentage of the total point score associated with each category is indicated following the category name (total maximum points = 100).

3.2.1 Adherence to Requirements (25 points)

This includes the Contractor's needs assessment and rationale for proposed Services Programs, and the manner in which the proposed Services Programs address the stated needs of the target audience. An assessment of the proposer's responsiveness to the requirements of the RFP and the extent to which the proposed activities meet the Division's specifications for Coalitions and

Services Programs will be included when evaluating this criterion.

A primary consideration in evaluating this category will be the extent to which the proposal complies with the Specifications for Direct Prevention Services Programs and the technical requirements of this RFP.

3.2.2 Overall Management Judgment (20 points)

This includes the extent to which the Contractor has recruited a diverse group of Collaborating Member Agencies that are experienced in youth development and substance abuse prevention programs and are capable of implementing the proposed Services Programs. Adequacy of coverage of each geographic and socioeconomic segment of the defined service area will be considered in evaluating this criterion.

The primary consideration for this section will be the equitable and balanced allocation of enrollment slots within the defined service area. For DSA #1 and DSA #9, the proposer should allocate enrollment targets by township or school corporation boundaries within their single county/township. For the remaining DSAs, the following enrollment targets should be considered the ideal. Competing proposals will be evaluated based upon how close they come to the ideal allocation formula.

DSA 2

| | |
|----------------|-----|
| Jasper County | 95 |
| LaPorte County | 272 |
| Newton County | 46 |
| Porter County | 306 |
| Pulaski County | 40 |
| Starke County | 72 |

DSA 3

| | |
|-------------------|-----|
| Elkhart County | 414 |
| Kosciusko County | 172 |
| Marshall County | 129 |
| St. Joseph County | 613 |

DSA 4

| | |
|-----------------|-----|
| Allen County | 744 |
| DeKalb County | 104 |
| Lagrange County | 103 |
| Noble County | 106 |
| Steuben County | 84 |
| Whitley County | 78 |

DSA 5

| | |
|------------------|-----|
| Adams County | 104 |
| Blackford County | 42 |

| | |
|-------------------|-----|
| Fulton County | 66 |
| Grant County | 189 |
| Huntington County | 102 |
| Jay County | 70 |
| Miami County | 99 |
| Wabash County | 97 |
| Wells County | 68 |

DSA 6

| | |
|----------------------|-----|
| Benton County | 33 |
| Carroll County | 58 |
| Cass County | 120 |
| Clinton County | 94 |
| Fountain County | 57 |
| Montgomery County | 94 |
| Tippecanoe County | 273 |
| Warren County | 27 |
| White County | 79 |

DSA 7

| | |
|-----------------|-----|
| Boone County | 87 |
| Hamilton County | 253 |
| Howard County | 197 |
| Madison County | 336 |
| Tipton County | 35 |

DSA 8

| | |
|-----------------|-----|
| Delaware County | 261 |
| Fayette County | 84 |
| Franklin County | 78 |
| Henry County | 124 |
| Randolph County | 89 |
| Rush County | 57 |
| Union County | 25 |
| Wayne County | 203 |

DSA 10

| | |
|------------------|-----|
| | - |
| Hancock County | 126 |
| Hendricks County | 184 |
| Johnson County | 254 |
| Morgan County | 173 |

DSA 11

| | |
|----------------|----|
| | - |
| Clay County | 80 |
| Daviess County | 98 |

| | |
|-----------------------|-----|
| Greene County | 103 |
| Knox County | 101 |
| Parke County | 45 |
| Putnam County | 84 |
| Sullivan County | 62 |
| Vermillion County | 51 |
| Vigo County | 254 |
| <hr/> | |
| <u>DSA 12</u> | - |
| Bartholomew County | 149 |
| Brown County | 31 |
| Decatur County | 67 |
| Jackson County | 109 |
| Jennings County | 73 |
| Lawrence County | 119 |
| Martin County | 29 |
| Monroe County | 212 |
| Orange County | 63 |
| Owen County | 61 |
| <hr/> | |
| <u>DSA 13</u> | |
| Dubois County | 100 |
| Gibson County | 92 |
| Perry County | 60 |
| Pike County | 34 |
| Posey County | 68 |
| Spencer County | 64 |
| Vanderburgh County | 405 |
| Warrick County | 130 |
| <hr/> | |
| <u>DSA 14</u> | |
| Clark County | 247 |
| Crawford County | 36 |
| Dearborn County | 133 |
| Floyd County | 185 |
| Harrison County | 100 |
| Jefferson County | 86 |
| Ohio County | 16 |
| Ripley County | 74 |
| Scott County | 72 |
| Switzerland County | 28 |
| Washington County | 94 |
| <hr/> | |

3.2.3 Indiana Economic Impact (20 points)

See Section 2.6 for additional information.

(The amount of the project being allocated for gross payroll and related fringe benefits for employees that live in Indiana + the amount allocated for subcontractors and suppliers located in Indiana + the amount allocated for State of Indiana certified minority and/or women owned businesses located in Indiana) divided by (the total amount of the proposal) = percentage of proposal's impact on the Indiana economy.

The percentage impact on the Indiana economy will be multiplied by the points allocated for Indiana Economic Impact (Section 3.2) and the resulting number will be the points awarded for Indiana Economic Impact.

3.2.4 Price (15 points)

All funds awarded under this contract must be spent on the purposes of this contract during the time frame of the annual contract period, July 1st through June 30th. Primary contractors need to explain how the funds will be at a zero balance by the end of the fiscal year (June 30th) demonstrating that funds were allocated.

This includes an assessment of the proposed primary Contractor's experience in project management, and its corporate capacity to implement the proposed services in an efficient and effective manner, and in compliance with all applicable laws, rules and regulations, and good management practices. The contractor must have sufficient cash on hand for salaries, benefits, and administration costs. Payment to the contractor is in arrears and payment is made when each youth is successfully enrolled across the school year. The proposer's history with previous Division of Mental Health and Addiction and other state and federal grants and contracts may be considered in judging this criterion. New applicants should provide sufficient information on management capacity to demonstrate capability to manage these funds.

3.2.5 Minority (10 points) & Women's Business (10 points) Participation Plan (20 points)

Points for each element will be awarded by the corresponding participation indicated in the response in relation to the required amount set out in the Request for Proposal.

Points will be calculated and awarded as follows: The percentage of Minority and/or Women's participation will be multiplied against the total amount of the respondent's proposal. This represents the maximum or denominator. This number will be divided by the amount actually proposed for Minority and/or Women's participation. The resulting percentage will be multiplied against the total points allowed, currently 10 points for each category. The result will be the points scored for that response.

PROPOSAL CERTIFICATION

Responses to this bid solicitation serve as a warrant that the responding entity has properly registered as required by law with the Secretary of State and that it has no current or outstanding criminal, civil, or enforcement actions initiated by the State of Indiana, and it agrees that it will immediately notify the State of any such actions. The respondent also certifies that neither it nor its principals are presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State of Indiana. Any respondent agrees that the State may confirm, at any time, that no such liabilities exist, and, if such liabilities are discovered, that State may bar the respondent from contracting with the State, cancel existing contracts, withhold payments to off-set such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof of such payment to the State.

All proposals will be reviewed by members of DMHA and IDOA. References may be contacted. It is possible that persons participating in the selection process, through IDOA, will interview finalists. The Commissioner of IDOA or his designee will, in the exercise of his sole discretion, determine which proposals offer the best means of servicing the interests of the State. The exercise of this discretion will be final.